Employment Trends for college graduates in business

The Northwestern Endicott-Lindquist Report 1987

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THE NORTHWESTERN ENDICOTT-LINDQUIST REPORT

TRENDS IN THE EMPLOYMENT
OF
COLLEGE AND UNIVERSITY GRADUATES
IN
BUSINESS AND INDUSTRY

1987

FORTY-FIRST ANNUAL REPORT

A Survey of 230 Well-known Business
and Industrial Concerns

by

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INTRODUCTORY STATEMENT

This is the 41st annual survey of policy and personnel practices related to the employment of college and university graduates across the spectrum of business and industry. A total of 230 well-known companies responded to the inquiry. A large percentage are large or medium-sized national corporations. Almost all of these companies have recruited college graduates for many years. Reports came from 30 states representing all major regions of the nation. Survey forms were returned from November 14 to December 19, 1986.

The outlook for the respondents concerning 1987 is positive, with 52% anticipating an improvement in business and only 3% expecting it to worsen. A very significant percent, 45%, state that conditions will be about the same as in 1986. There does seem to be a general feeling of tentativeness even with those firms expecting improvement. We have all witnessed the extraordinary change that has occurred in American business. Mergers, acquisitions, spin-offs and reorganization are just a few of the everyday terms that have become a part of the common language. This changing facing of business has reshuffled the resources and priorities made in both the board rooms and the manpower planning offices. It is impacting the employment process and college recruiting programs. A higher percentage of hires made by corporations are experienced people and attitudes toward the over 40 unemployed have and are changing. It is good news for the older man or woman caught by circumstances in the tentacles of unemployment and good too, for the prospecting corporate employment directors who are now recognizing the value of this older groups' skills and are tapping into this growing resource.

The major objective of this report is to provide information that will be of value and interest to college students and administrators as well as to employers. An important continuing feature of the survey is an estimate by the responding companies of the number of graduates to be employed during the coming year and the starting salaries to be offered.

The generosity of hundreds of corporate personnel executives who supply us information, often at considerable cost in time and effort, is greatly appreciated, and care has been taken not to identify the responding companies in any way.

SOURCES OF DATA

The responding companies represent a cross section of American business with many of the firms diversified and in many traditionally unrelated industries. They are classified as follows:

Aerospace	10	Merchandising & Services	20
Automotive & Mechanical	12	Metals & Metal Products	17
Banking, Finance & Insurance	25	Petroleum & Natural Gas	11
Building Materials & Construction	7	Public Accounting	12
Chemical, Drugs & Rubber	27	Public Utilities	20
Computers & Business Equipment	9	Research & Consulting	6
Electrical & Electronics	22	Transportation	7
Food & Beverage Processing	12	Miscellaneous	3
Glass, Paper & Packaging	10		

CORPORATE PERFORMANCE AND OUTLOOK

A general assessment of the current year's business and recruiting activity and the outlook for the next year, 1987.

CORPORATE PERFORMANCE IN 1986

Better than 1985 . . . . . 52%

About the same as 1985. . . . . 31%

Worse than 1985 . . . . . 17%

CORPORATE OUTLOOK FOR 1987

Better than 1986. . . . . 52%

About the same as 1986. . . . . 45%

Worse than 1986 . . . . . 3%

CONFIDENCE IN YOUR PROJECTION FOR 1987

Very Confident			Neutral		Not Confident	
1	2	3	4	5	6	7
8%	32%	32%	19%	2%	3%	0%

CORPORATE RECRUITING GOALS IN 1986

Did you adjust your hiring goals during the year? . . Yes 67%. .No 33%

How were the goals adjusted?. . . . . Increased 44%. . Decreased 56%

CORPORATE RECRUITING PLANS FOR 1987 COMPARED TO 1986

INTERVIEW SCHEDULES

		Decrease	Same	Increase
	Total	42.6%	24.0%	33.3%
CAMPUSES	Decrease 40.7%	34.3%	1.5%	4.9%
SCHEDULED	Same 30.4%	6.4%	21.1%	2.9%
	Increase 28.9%	2.0%	1.5%	25.5%

CORPORATE RECRUITING FOR COLLEGE GRADUATES - CLASS OF 1987

	Bachelor's Degree	Master's Degree
Corporations with needs UP.	43%	28%
Corporations with needs SAME as 1986.	16%	39%
Corporations with needs DOWN.	41%	33%

THE EMPLOYMENT OF INEXPERIENCED COLLEGE GRADUATES DURING THE PAST YEAR AND FOR NEXT AS REPORTED BY 230 COMPANIES

	Past Year (1986)		Next Year (1987)	
BACHELOR'S LEVEL	No. Companies	No. Grads	No. Companies	No. Grads
Engineering	132	9,250	132	8,494
Accounting	122	7,068	122	7,751
Sales-Marketing	85	1,915	85	1,925
Business Administration	80	2,966	80	3,034
Liberal Arts *	54	1,284	54	1,296
Computer *	109	3,181	109	3,291
Chemistry *	42	217	42	388
Mathematics or Statistics *	34	294	34	250
Economics* or Finance	58	453	58	411
Other Fields/Undesignated*	49	1,348	49	1,225
TOTALS - Bachelor's Level		27,976		28,065
MASTER'S LEVEL				
Engineering	62	1,013	62	1,011
Other Technical Fields	37	407	37	410
MBA with Technical BS	40	355	40	299
MBA with Non-Technical BA	70	959	70	923
Accounting	21	912	21	1,064
Other Fields/Undesignated	17	446	17	468
TOTALS - Master's Level		4,092		4,175

Engineering:	Bachelor's - Down for 1987. .8%	Master's - Same as in 1986
Non-Engineering:	Bachelor's - Up for 1987. . .5%	Master's - Up for 1987. .3%
Totals:	Bachelor's - No Net Change	Master's - No Net Change

* In considering the overall demand for graduates in the liberal arts the (*) astericked disciplines must also be recognized since these courses are usually offered in colleges of arts and sciences.

College Graduates to Be Hired at Various Salary Levels

Bachelor's Degree Class – 1987

Field	-1199	1200 -1299	1300 -1399	1400 -1499	1500 -1599	1600 -1699	1700 -1799	1800 -1899	1900 -1999	2000 -2099	2100 -2199	2200 -2299	2300 -2399
Engineering							3 (1)	3 (1)	6 (2)	231 (3)	24 (5)	1353 (15)	1933 (24)
Accounting		15 (1)		16 (3)	43 (2)	150 (16)	460 (20)	5521 (33)	307 (19)	1163 (14)	100 (9)	6 (3)	
Sales-Marketing		30 (1)	100 (1)	652 (5)	65 (4)	284 (10)	141 (14)	104 (10)	221 (15)	95 (10)	184 (6)	5 (2)	45 (3)
Business Administration			10 (1)	51 (2)	218 (5)	872 (15)	539 (12)	319 (11)	222 (14)	178 (14)	593 (5)	9 (2)	
Liberal Arts		19 (2)	22 (2)	31 (3)	34 (5)	842 (9)	74 (8)	172 (6)	32 (7)	62 (7)	16 (3)		
Computer				5 (1)	5 (3)	22 (4)	124 (6)	45 (6)	144 (6)	758 (13)	447 (22)	400 (17)	850 (14)
Chemistry					6 (2)		6 (2)	1 (1)	7 (1)	22 (7)	100 (11)	39 (8)	176 (2)
Mathematics or Statistics						11 (3)	19 (4)	7 (1)	28 (4)	42 (4)	33 (3)	49 (5)	38 (5)
Economics or Finance				6 (2)	42 (4)	46 (5)	103 (10)	52 (6)	63 (9)	77 (8)	13 (3)	1 (1)	7 (2)
Other Fields			10 (1)	257 (4)	29 (2)	18 (2)	385 (5)	55 (3)	25 (4)	25 (3)	78 (6)	101 (6)	78 (3)

Master's Degree Class – 1987

Engineering													20 (1)
Other Technical Fields							1 (1)			2 (1)	4 (1)	116 (4)	5 (3)
MBA With Technical BS											6 (2)	46 (2)	2 (1)
MBA With Non-Technical BA								12 (3)		3 (2)	17 (2)	185 (5)	3 (2)
Accounting							1 (1)	1 (1)				784 (8)	2 (1)
Other Non-Technical Fields				1 (1)						1 (1)	6 (1)	25 (1)	413 (4)

Average Increase For:

Bachelor's Engineering 1.8%
Bachelor's Non-Engineering 2.3%
Master's Engineering 1.1%
Master's Business 2%
Other Master's 3.7%
Overall: Bachelor's and Master's 2.1%

Salary Increase %	Negative	0
Firm Frequency	5	16
% in Classification	2.5%	7.9%

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2400 -2499	2500 -2599	2600 -2699	2700 -2799	2800 -2899	2900 -2999	3000 -3099	3100 -3199	3200 -3299	3300 -3399	3400 -3499	3500-	Average 1986*	Average 1987*	% Change
2884 (36)	1849 (32)	121 (8)	81 (2)			2 (1)						2368	2411	+ 1.8%
	2 (1)											1815	1876	+ 3.4%
19 (1)		2 (1)		3 (1)								1618	1686	+ 4.2%
		10 (1)										1821	1831	+ .5%
												1701	1709	+ .5%
252 (7)	228 (5)											2134	2190	+ 2.6%
28 (3)	11 (3)											2127	2254	+ 6.0%
30 (3)												2099	2129	+ 1.4%
	1 (1)											1833	1832	– .1%
20 (2)	12 (1)											1809	1829	+ 1.1%

35 (5)	4 (2)	282 (9)	275 (16)	163 (9)	197 (10)	24 (3)	12 (2)					2709	2758	+ 1.8%
31 (3)	59 (6)	114 (6)	48 (5)	8 (2)	22 (2)		1 (1)					2530	2526	– .2%
24 (1)	5 (4)		46 (5)	6 (2)	11 (2)	37 (2)	7 (2)	41 (2)	37 (3)	14 (3)	20 (7)	2957	2913	– 1.5%
29 (5)	54 (7)	50 (4)	10 (3)	110 (10)	6 (2)	231 (4)	10 (2)	37 (2)	18 (3)	64 (4)	86 (9)	2809	2840	+ 1.1%
219 (4)	1 (1)	50 (1)		4 (2)		2 (1)						2182	2287	+ 4.8%
	8 (3)	8 (1)		6 (1)								2289	2331	+ 1.8%

* Salary per month. Averages take into account the number of graduates to be hired at each level.

( ) Number of hiring companies in parentheses.

Distribution of Percentage Salary Increases

01-.99	1.0-1.9	2.0-2.9	3.0-3.9	4.0-4.9	5.0-5.9	6.0-6.9	7.0-7.9	8.0-8.9	9.0-9.9	10.0-10.9	Above 11.0
15	23	38	31	32	14	11	0	3	5	2	8
7.4%	11.3%	18.7%	15.3%	15.8%	6.9%	5.4%	0.0%	1.5%	2.5%	1.0%	3.9%

THE EMPLOYMENT AND SALARIES OF ENGINEERING GRADUATES
DURING THE PAST YEAR AND AS PROJECTED FOR 1987

Field	Number of Companies Reporting	Employment		Salaries			
		Actual 1986	Projected 1987	Actual 1986	Range'87 Low-High	1987 Average	% Change
BACHELOR'S LEVEL							
Aerospace	15	204	191	$2358	$2083-2600	$2362	.2
Chemical	68	784	919	2453	1690-2750	2512	2.4
Civil	26	97	85	2244	2050-2591	2325	3.6
Electrical/C.S.	83	3172	3311	2399	1690-2752	2457	2.4
Geological	1	3	2	2140	2225-2225	2225	4.0
Industrial	48	491	436	2346	1690-2592	2361	.6
Mechanical	87	2735	2537	2386	1690-2601	2429	1.8
Metals/Materials	22	119	117	2350	2258-2572	2417	2.8
Mining	4	30	29	2312	2250-2650	2414	4.4
Nuclear	7	11	20	2382	2200-2542	2395	.6
Petroleum	3	66	43	2671	2583-2850	2742	2.6
Engineering Tech	13	129	118	2265	2050-2644	2291	1.2
MASTER'S LEVEL							
Chemical	23	107	147	2770	2574-3150	2832	2.2
Civil	5	9	10	2706	2314-3072	2809	3.8
Electrical	33	464	528	2728	2290-3150	2788	2.2
Industrial	11	36	38	2662	2369-3167	2661	.0
Mechanical	36	285	268	2731	2580-3098	2768	1.3
Metals/Materials	8	23	21	2748	2450-2850	2771	.8
Nuclear	2	2	4	2881	2690-2745	2718	-5.7
DOCTORATE LEVEL							
Chemical	21	142	159	3466	3000-3900	3574	3.1
Electrical	14	62	82	3628	3300-4500	3621	-.2
Mechanical	9	36	31	3490	3175-3900	3531	1.2
Metals/Materials	8	14	22	3413	3100-3900	3576	4.8

EMPLOYMENT SCREENING PRACTICES

..Which of the listed procedures are you using in your organization for the selection of permanent employees?

* * *

QUALIFIER	PER CENT IN USE TODAY	EXPECT TO ADD WITHIN 12 MONTHS
Personality and/or Psychological Testing	17%	1%
Polygraph (Lie Detector) Testing	2%	1%
Pre-Employment Physicals	57%	1%
Medical History Without Exam	19%	0%
Post-Employment Physical	12%	0%
Interviewing by Psychologist	7%	1%
Verification of Education	81%	3%
Competency or Skills Testing	21%	3%
Handwriting Analysis	2%	2%
Drug Testing	33%	19%
AIDS Testing	2%	5%
Past Employment Verification	79%	1%
Credit Bureau Check	13%	3%
Conviction/Court or Police Record Checks	25%	0%
Voice Print Analysis for Stress, Veracity or Analysis for Drugs/Alcohol (Hayre Test)	2%	2%
Personal References	52%	3%
Faculty References	39%	2%
Placement Officer References	19%	2%
Security Clearance	20%	2%

Other: "Paper and Pencil" Honesty Test, Driving Record

Though competition for the best personnel is continuing in all arenas, it is very evident in the college placement office. Beyond the standard measures of determining the best--grades, class rank, coursework, and board scores which lend themselves to quantification--employers also utilize psychological testing of every magnitude to attempt to ascertain achievement, I.Q. and competency. Testing almost disappeared because of civil rights legislation for employers had to justify use and prove validation. It is reappearing and with it a whole range of other tests, checks or qualifiers. They are probably used more today to detect falsification, to prevent future personnel problems and to avoid potential costs from either the employee or government. Running an effective employment program is becoming more costly because of the costs of qualifying the applicant.

PROGRAMS AND PRACTICES RELATED TO DRUG TESTING

...If you have implemented drug testing, which of the following statements or questions describe your program, procedures and experience?

* * *

	YES
Is there a clear written policy on drug or alcohol abuse?	83%
Has the policy been distributed to all employees?	70%
Is your drug testing policy published in your:	
-Recruiting Literature	19%
-Personnel Handbook	49%
-Communicated in writing to applicants	68%
Are you testing only new hires?	66%
Have you or will you be testing all employees?	25%
-Only exempt employees	12%
-Only non-exempt employees	16%
-Only special groups	56%
Will you re-test if a drug test is positive?	76%
Are you testing employees who appear to be under reasonable suspicion because of performance indicators?	58%
Are you including drug testing as part of a physical exam but not notifying applicants of this procedure?	12%
Are you concerned about the validity of drug testing?	44%
Are you likely to dismiss or terminate an employee who has been identified as having a drug or alcohol problem?	24%
..Or send them to a rehabilitation program?	89%
Have you obtained additional insurance or modified existing policies to cover the potential liability relative to your drug policy or program?	20%
Has a law suit or other litigation been brought against your organization in connection with your drug testing program?	14%

RESPONDENTS COMMENTS:

"I am concerned that the Federal Government does not have a consistent policy related to drug testing. On one level they appear to endorse it and suggest tests for some federal employees yet they challenge a company's drug testing policy through Labors' Office of Federal Contract Compliance. When a company receives mixed signals they find it necessary to turn to other sources to provide them with information prior to making a decision."

"..a risky proposition unless big budgets are allocated for testing."

"It appears many companies are considering it just because 'everybody else is doing it'- that is not reason enough!"

RECRUITING RATIOS

...To meet your hiring goals certain numbers of campus interviews, second interviews at the plant or office, and job offers are required. These percentages have changed this past year from the previous year.

National *	Campus Interviews	Second Interviews	Job Offers	Acceptances
Average-1985	100	29%	16%	8%
Average-1986	100	29%	14%	10%

CORPORATE CAMPUS RECRUITING TRENDS

...In order to determine whether or not there was more or less campus recruiting and a trend away from campus recruiting to other sources, we asked the survey participants to estimate how many graduates they recruited in an average year in the Mid 70's and the Mid 80's.

Corporations with campus recruiting increased . . .58%

Corporations campus recruiting comparable 6%

Corporations with campus recruiting decreased . . .36%

AVERAGE OF PERCENTAGE INCREASES OR DECREASES IN COLLEGE RECRUITING
By Industry For Reporting Firms

Industry	Average of Percentages
Aerospace	125%
Automotive & Mechanical	6%
Banking, Finance & Insurance	70%
Building Materials and Construction	14%
Chemical, Drugs & Rubber	55%
Computers & Related	110%
Electrical & Electronics	59%
Food and Beverage Processing	267%
Glass, Paper, Packaging	19%
Merchandising & Services	18%
Metals and Metal Products	77%
Petroleum & Natural Gas	-52%
Public Accounting	74%
Public Utilities	5%
Research and Consulting	197%
Transportation	102%

ON-CAMPUS INTERVIEWING

...What percentage of your on-campus interviewing is conducted by the listed recruiter groups?

* * *

RECRUITER GROUPS USED FOR ON-CAMPUS INTERVIEWING

Personnel Professionals	85%	Senior Executives	33%
Staff and Mid-Management	76%	3rd Party-Contract	6%

AVERAGE OF INTERVIEWING PERCENTAGES BY RECRUITER GROUPS

Personnel Professionals	52%	Senior Executives	12%
Staff and Mid-Management	54%	3rd Party-Contract	3%

BREAKOUT OF INTERVIEWING PERCENTAGE MEANS BY INDUSTRY

	Professional Personnel	Mid-Management Staff	Senior Executive	Contract or 3rd party
Aerospace	50%	49%	3%	3%
Auto/Mechanical	52%	33%	8%	2%
Bank/Finance/Insurance	51%	47%	25%	2%
Bldg Materials/Const	59%	46%	1%	0%
Chemical/Drugs/Rubber	52%	47%	6%	5%
Computer & Related	27%	78%	2%	10%
Electrical/Electronic	51%	66%	4%	0%
Food/Bev.Processing	38%	54%	4%	3%
Glass/Paper/Pkg	50%	67%	2%	0%
Merchandising	51%	63%	23%	0%
Metals	62%	49%	3%	0%
Petroleum/Gas&Allied	38%	66%	3%	0%
Public Accounting	32%	56%	33%	10%
Public Utilities	71%	35%	6%	0%
Research/Consulting	42%	81%	5%	0%
Transportation	65%	40%	0%	11%

...Are all your campus recruiters put through interview training?

Yes	72%	No	28%

What percentage of your recruiters are trained? 80%

MANPOWER PLANNING

...In the last five to ten years it has appeared that many corporations have been booking and cancelling campus interview schedules with much shorter lead time. Speculation that manpower planning was shorter term and college recruiting "market driven" in contrast to more historical longer range planning was accepted as the contemporary practice. What is the situation?

* * *

Do you consider that your college recruiting program is tied more to:

.the short term. 42%

.the intermediate or long term 58%

Is manpower planning actively practiced in your organization today as much as it was five to ten years ago?

Yes. . . 81% No . . . 18%

About how many years out are you trying to manage your manpower plan?

Average number of years overall. . . 4.2 years
Average years for "yes" Respondents. 4.5 years
Average years for "no" Respondents. 2.7 years

YEARS OF PLAN	0	1	2	3	4	5	6	7	8	9	10+
% "No" Co's	1.1%	5.9%	4.3%	.5%		5.4%					.5%
% "Yes" Co's	1.6%	8.1%	9.2%	14.1%	2.7%	38.9%	.5%	.5%	.5%	3.8%	6.0%

AVERAGE YEARS OF MANPOWER PLANNING BY INDUSTRY RESPONSES.

Industry	Average Years No's	Yes's
Aerospace	3.0%	1.5%
Automotive & Mechanical	5.4%	4.7%
Banking, Finance & Insurance	4.0%	0%
Building Materials and Construction	3.4%	3.5%
Chemical, Drugs & Rubber	5.1%	3.2%
Computers & Related	2.0%	1.0%
Electrical & Electronics	5.4%	2.2%
Food and Beverage Processing	7.1%	1.0%
Glass, Paper, Packaging	5.1%	3.0%
Merchandising & Services	4.0%	0%
Metals and Metal Products	4.6%	2.6%
Petroleum & Natural Gas	4.0%	3.6%
Public Accounting	3.8%	5.0%
Public Utilities	4.4%	1.0%
Research and Consulting	3.5%	0%
Transportation	3.0%	.5%

DISTRIBUTION OF PROFESSIONAL SALARY INCREASES 1986 AND 1987

...What was the average salary increase for your professional (exempt) payroll in 1986 and what do you estimate the increase will be in 1987?

SALARY INCREASE %	0%	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%+
% of Firms 1986	7.4	.9	2.3	7.9	14.4	33.5	20.9	6.0	1.9	.9	3.7
% of Firms 1987	3.6	.5	3.6	11.4	17.1	35.2	14.5	4.7	2.1	1.0	6.2

EMPLOYMENT-AT-WILL

...The very high awards made in some courts have caused some organizations to become concerned about the inclusion of an "employment-at-will" or "right-to-fire", in their employment documentation.

Is a formalized statement included in your employment procedure?

Yes. . .55% No. . .45%

If no, do you expect it will be within twelve months?

Yes. . . 35% No. . .65%

If yes, does the "employment-at-will" statement appear in your:

Recruiting Literature . . 11% Employment Handbook. 47%
Employment Application. . 71% Separate form or contract. .14%

Others include: Non-compete agreements, offer letters, signed biographical data forms and benefits statement.

STAFF REDUCTION

...Has your company intentionally reduced its professional or exempt staff within the past year?

Yes. . . 56% No. . . 43%

What procedures or methods were used?

Hiring Freeze . . . . . 54% Early Retirement Incentive . . 52%
Voluntary Incentive Buyouts . . 20% Facility Closings 32%
Termination with Severance. . . 57% Moving Mfg. Overseas 7%
Termination without Severance. . 7% Reorganizing/Restructuring . . 64%

Others mentioned: Time off without pay, selective hiring associated with attrition and hiring freeze, and outsourcing.

SUMMARY AND TRENDS

The 41st annual Northwestern Endicott-Lindquist Report was compiled from data and information provided by 230 corporations. Not all questions were answered by every respondent but we believe this has not in any way altered the reliability of the data. Most respondents are national organizations, large and medium-sized, that have regularly recruited from our colleges. We, as all who use this data, are indebted to them for their professionalism and contributions.

A slight majority of American businesses, 52%, had a better 1986 than 1985. The same number, 52%, expect the coming year, 1987, will be an improvement, however slight, over the current year. Another 45% predict that business will be comparable to 1986. Although there is optimism about 1987 it is not readily confirmed in campus recruiting. There are many concerns about the economy, the continuing exportation of American jobs, the deficits in foreign trade and our national treasury. Downsizing, consolidations, mergers and acquisitions have cost the country jobs in some of our biggest and best paying corporations. One can speculate what will replace these disappearing opportunities in coming years. It would appear that our fastest growing industry is investment banking and its allies. The new Democratic Congress is also certain to modify the business climate.

The Class of 1986 seemed to fare about as those of 1985 with no group emerging to take up the slack. Many students left campus without positions but the market stayed active throughout the summer and relatively few were unemployed by fall.

College recruiting in 1987 will be comparable to 1986, which was not very different from 1985. There is no significant difference in the overall demand for graduates at the bachelor's or master's levels. Notable is the continuing decline for bachelor degreed engineers. An exception are Chemical Engineers up 17% and Electrical Engineers/Computer Science gaining 4%. An improved market at the master and doctoral levels is also evident in these two disciplines. The larger than normal increase for accounting graduates, almost 10%, is significant but the largest turnaround, chemistry, up 79%, after a decline in '86, is surprising.

Salaries overall for the bachelor and master degrees will be up 2.1%, less than inflation but reflecting both the demand for and supply of graduates. It is a competitive market with the graduates who have earned the better grades, engaged in good academic planning, plus internship experience collecting the best salaries.

The job market is not robust but it is healthy and very competitive. Recruiters coming to the campuses are selective and are having a higher percentage of their offers accepted. More of the class of '87 will be working in smaller and mid-sized companies and this is not a market easily accessed.

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As in the past, I find myself with ever greater appreciation for Charlotte Siegel and her competencies and dedication to the students and the University.

With appreciation,

December, 1986

Victor R. Lindquist

THE PLACEMENT CENTER

The Placement Center of Northwestern University is able to assist employers in their search for qualified professional personnel in virtually every field and at all levels from entry to executive. Inquiries concerning the services of the Center may be directed to Victor R. Lindquist, Director of Placement, Northwestern University, Evanston, Illinois 60201.

Whatsoever things are true, whatsoever things are honest,
whatsoever things are just, whatsoever things are pure,
whatsoever things are lovely, whatsoever things are of
good report;
if there be any virtue, and if there be any praise,
think on these things.

Philippians 4:8